



• FAX TRANSMITTAL •

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COMPANY: WALS

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of Pages (including cover): 8

MESSAGE:

Hi! To follow is material for your telephone
call w/ Sunil Paul today @ 1:00 pm
(4:00 eastern)

Thanks!

Rachel

If you do not receive all pages, please call (703) 917-1310.



	AOL Objective	Candidates	Implementation Issues
Community Chat	<ul style="list-style-type: none"> Bring easy-to-use chat to the Web Create robust IRC server/client Lead the industry in chat functionality 	<ul style="list-style-type: none"> Ubique is unique -- acquisition in progress KA Worlds Prospero Systems 	<ul style="list-style-type: none"> Client integration with both IW and AOL client Winsock adequate for minimal integration
Community Email	<ul style="list-style-type: none"> Enhance the email client functionality Support integration of IP email system with an Internet Server/Gateway Further leadership in Ease of Use, especially of advanced features 	<ul style="list-style-type: none"> Many Client firms: ConnectSoft, FogCity, Collabra top the list Only a few server firms Dev. Option: Commercial version of freeware <i>Endura</i> 	<ul style="list-style-type: none"> Email connection will support AOL mail Many email clients support POP3 Choice of POP3/IMAP4 and MAPI 2.0
Community Messaging	<ul style="list-style-type: none"> Enhance the IP's forum creation & management capabilities Enhance user forum creation & management Create a server that can easily be distributed to the IP or local site. 	<p>Competitor/Allies are:</p> <ul style="list-style-type: none"> Lotus Notes Novell Groupwise MS Exchange Potential Acquisitions/Licenses possibilities: Collabra First Class Seed <p>Internal Dev. options:</p> <ul style="list-style-type: none"> Commercialize NNTP 	<ul style="list-style-type: none"> Server support is straight forward NaviPress and AOL tools integration is an issue Separate level of functionality for end users

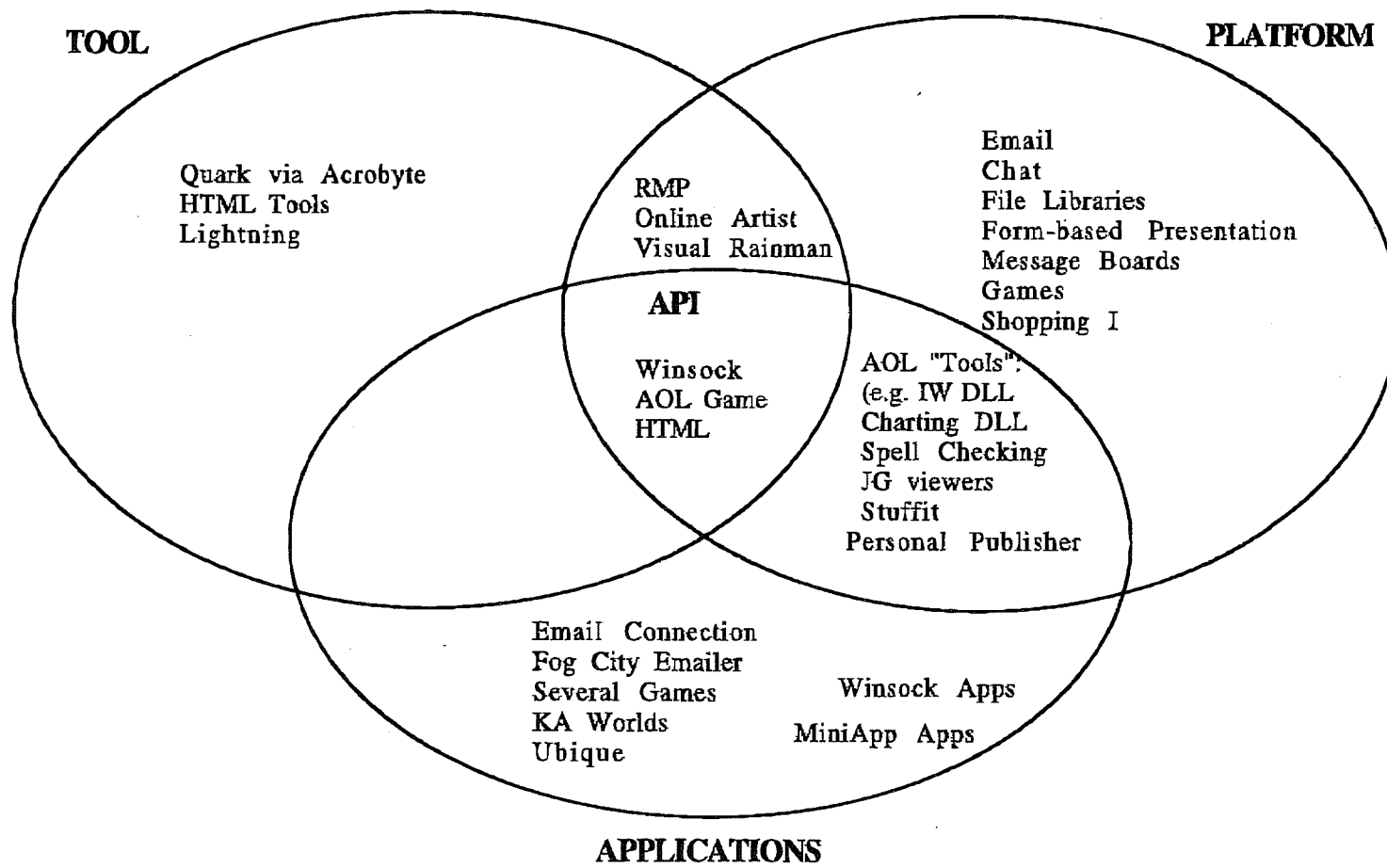
review candidates
prioritize
try to do it
motd
send PDR

Community <i>Collabra- tive</i>	<ul style="list-style-type: none"> • Create better end-user collaborative tools • Lead the industry in collaboration innovations 	<ul style="list-style-type: none"> • Many of the same options as with Messaging • Shared workspace/ playspace companies • Videoconferencing 	<ul style="list-style-type: none"> • Ease of use is the biggest challenge; functionality exists in many workgroup companies
Community <i>Voice</i>	<ul style="list-style-type: none"> • Add voice to chat • Add voice to internet chat • Enable voice auditoriums (broadcast) 	<ul style="list-style-type: none"> • Vocaltech • DigiPhone • NetPhone • JG, Progressive, etc. 	<ul style="list-style-type: none"> • Infrastructure is a major issue; telephony infrastructure owners may be threatened
Look and Feel <i>Images</i>	<ul style="list-style-type: none"> • Support as many IP formats as possible • Minimize delays for modem-based viewing 	<ul style="list-style-type: none"> • JG • Filter Companies: e.g. Systems Compatibility Corp. (SCC) 	
Look and Feel <i>Text</i>	<ul style="list-style-type: none"> • Lead the development of better internet formats • Support legacy formats 	<ul style="list-style-type: none"> • Adobe PDF • Common Ground • Netscape • JG • Filter Companies (e.g. SCC) 	<ul style="list-style-type: none"> • Differing levels of integrational
Look and Feel: <i>File Libraries</i>	<ul style="list-style-type: none"> • Create easily managed file servers • Make internet file servers easier to use 	<ul style="list-style-type: none"> • AOL Development based on freeware 	<ul style="list-style-type: none"> • Need to decide about integration of AOL's file download surcharging
Look and Feel <i>3 - D</i>	<ul style="list-style-type: none"> • Be the Leader in useable 3-D worlds 	<ul style="list-style-type: none"> • KA Worlds • Enter TV 	
Look and Feel <i>Music</i>	<ul style="list-style-type: none"> • Enable instantaneous audio playing • Offer easy-to-use IP tools for audio 	<ul style="list-style-type: none"> • JG is leading contender • Progressive Networks 	<ul style="list-style-type: none"> • JG decoder is small and easily integrated into AOL and IW

Commerce: <i>Back Office</i>	<ul style="list-style-type: none"> • Create the most easily integrateable with existing IP systems • Provide easy method to outsource these functions to others 	<ul style="list-style-type: none"> • Broadvision • AOL Dev. to integrate 	<ul style="list-style-type: none"> • Need to decide if AOL's back end should be integrated for internet use, • Back office is very hard to change, therefore flexibility in design is very important
Commerce: <i>Financial Transactions</i>	<ul style="list-style-type: none"> • Provide a safe environment for consumer transactions • Provide an easy method for clearing transactions 	<ul style="list-style-type: none"> • Broadvision • Checkfree • First Virtual • Cybercash • DigiCash • NetBill 	<ul style="list-style-type: none"> • Biggest useability issue is registration of users, therefore, need to integrate with user registration process • Need to decide on level of integration with AOL transaction engine - use NS as front end to AOL engine?
Commerce: <i>Advertising, Marketing</i>	<ul style="list-style-type: none"> • Provide an easy, accountable method to measure advertising results • Add flexibility to the tracking and advertising model -- e.g. provide for customized adverts 	<ul style="list-style-type: none"> • I/PRO • Neilson • Daily Planet 	<ul style="list-style-type: none"> • Integration with NaviServer Probably easy; AOL likely difficult
Navigation <i>CyberArt Direction</i>	<ul style="list-style-type: none"> • Establish the most innovative cybermedia art direction 	<ul style="list-style-type: none"> • Redgate and Medior excellent base to build upon 	
Navigation <i>Directories</i>	<ul style="list-style-type: none"> • Develop the directory of first choice for all "cyberspace" • Develop an advertising model for directory entry 	<ul style="list-style-type: none"> • AOL Directory Project, GNN, and WebCrawler excellent base • I/PRO • Daily Planet 	

Navigation <i>Search / Agenting</i>	<ul style="list-style-type: none"> • Develop the one-stop-shop to search cyberspace • Continue to integrate and extend server-side navigation aids 	<ul style="list-style-type: none"> • WebCrawler, WAIS, and AOL Technologies • PLS, Verity, Architext, ConQuest, InText, etc. 	<ul style="list-style-type: none"> • Multiple options on Server side • Client-side options
Platform	<ul style="list-style-type: none"> • Create the most attractive online development environment 		
Platform <i>Games</i>	<ul style="list-style-type: none"> • Create a platform to allow easy network extension to games • Create a game-based revenue stream - \$100 M • Create a standard mechanism for players to find other worthy players 	<ul style="list-style-type: none"> • GENie • Catapult 	<ul style="list-style-type: none"> • Winsock is a minimal level; AOL Tech work underway for IP based "AOLland" server • Ubique and/or IRC server structure is an option for generic use • client integration is probably difficult -- planning underway for AOL • Scripting would aid this effort • "Communityware" would aid this effort
Platform <i>Scripting for mail, forms, etc.</i>	<ul style="list-style-type: none"> • Allow more flexible interactions between user & authored content • Allow creation of simple executeables 	<ul style="list-style-type: none"> • Hot Java • Frontier • Safe TCL • Dixie • Macromind? • Viola 	<ul style="list-style-type: none"> • Many integration issues -- AOL client more difficult • Viola wildcard • IW is probably easier to integrate • NaviPress options exist for authoring, but quickest to market is probably MacroMind

AOL Classic



Compete with Netscape

Dir. statement
 where we are
 what we can do about it

learned by Steve then
 "responsibility without control is stupid" - Brewster
 Mike Connors
 the company I sold tripled each year profitably

- sales stopped: production services goes to brand
- product is taken off the market
- no planning that I see or understand
- lack of management in production services, people stand, so fire up
- product selling well, releases on schedule (at the end of the park)
- hiring stopped, some layoffs
- confusing management of product
- took contact with government and stopped

Bring back the ~~original~~ structure that built the company

Decide the fate of product & technology

WATS has a strong reputation on the net. It's going to keep it going.

Move the prod services people into media

this would be "moving people" rather than "moving an organization" structure. much less value, but maybe what ~~would~~ be the right business decision.

~~The original structure~~

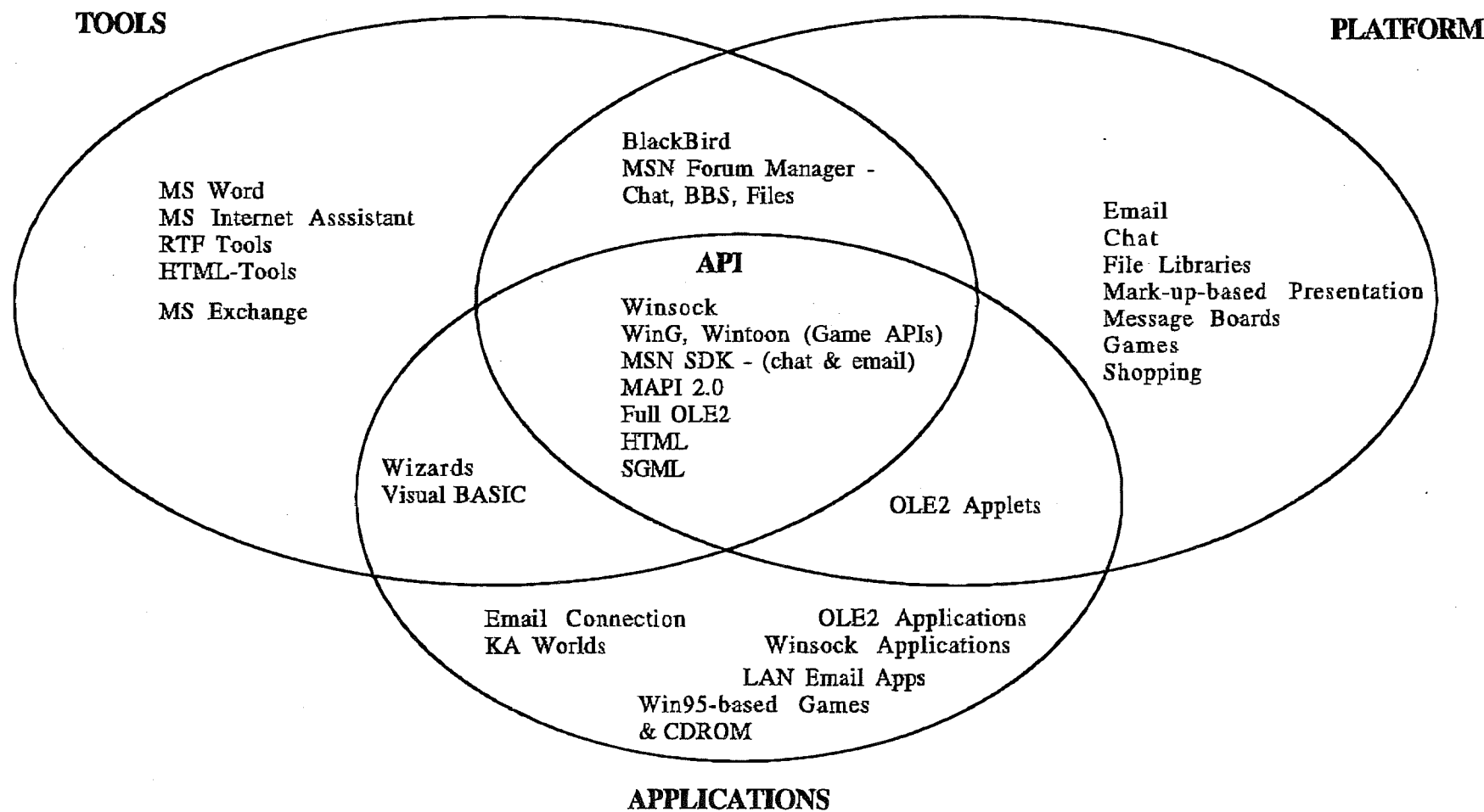
Decide if production services is to be profitable: if so, dump AOL.

when we talked with Len in March, we did not factor in the disruption, and delays of acquisition. ~~we~~ were on track as a separate company we ~~would~~ would do what we said.

April + May were like: why plan when we would undo it all at acquisition.
 June + July

the distraction has cost us 18, if we continue it will cost us the company.

MSN



ANS: D.J. Crano
55 500 Jordan Becker

Architectural Initiatives

- corn
 - 8/25/73

Bill Hawkins
Internet Site
IAD Shop
in big

Wm Pitt Rivers
Clifton
W3, Devon

David Butler
systems
adv. tech

Don
No up

W259; SPO

Mar 6
1945

Ray of the Force

ready to
Tech support

sales/service

5/5 Variations (Q1)

7. After making

am. m. 1811

David K. Kirk

the
page

Wool/H

UTAH - 4 site

- Redaction by Henry

Mike

* Spending + headcount that.

• Lack of leadership in product services

Off production services sales stopped

• All product sales stopped

~~1000~~ \$500 turned down

Gov. Confrats:

1975

→ Hurdles

suppleman

→ Pinkerton

can
find
STARS

245